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## Research Productivity on Knowledge Management from Pakistan: A Study from 2000-2020

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## ***Research Productivity on Knowledge Management from Pakistan: A Study from 2000-2020***

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### **Abstract**

This study examined the research productivity on Knowledge Management from Pakistan during the years 2000-2020. The study tends to determine the year-wise publications, authorship pattern, total count of citations, citations per year, most cited publications and the most prolific authors. The data for the study was extracted from Google Scholar by using bibliometric tool “Public & Perish”. The data was further analyzed on different parameters with the help of Publish & Perish and MS Excel 2016. It was found that a total of 84 documents were published during the study period. The results show that the highest number of publications (15) were published in 2018. Three authorship pattern was dominated in the papers with 28.571% contribution to the total. A total of 372 citations received by the papers and 90 (24.193%) citations received in a single year of 2014. The most cited paper appeared in FWU Journal of Social Science written by S Ahmed, M Fiaz and M Shoaib. The results also show that six authors had written three papers each on knowledge management.

**Keywords:** Knowledge Management, Research Productivity, Bibliometric Analysis, Pakistan, Research Output

### **1. Introduction**

Knowledge management generally meant making the right knowledge available to the right people at the right place at a right time. According to Wellman (2009), the scope of knowledge management is limited to lesson learned and the techniques for the management of what is already known. Bukowitz and Williams (1999) concluded that the concept of knowledge management is significantly broader and linked it directly to tactical and strategic requirements that focus on the use and enhancement of knowledge-based assets.

Knowledge management is the management of organizational knowledge in a systematic and organized process. This process includes acquiring, organizing, sustaining, applying, sharing, and renewing both the tacit and explicit knowledge of employees to enhance organizational targeted goals (Davenport & Prusak, 2000). Knowledge management is strongly associated with the goals of any organization and is limited to organizational information and knowledge assets. It is the process that deals with the creation, distribution, and utilization of human intellect. The main

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objective of knowledge management is to improve the organizational capabilities to obtain their desired achievements. The cycle of knowledge management starts from the creation of knowledge, its structuring, auditing, and ends at sharing to the right people at right time within an organization to increase the efficiency regarding decision-making. Knowledge may be explored as, it is a discipline that is used for promoting an integrated approach to identify, capture, evaluate, retrieve, and share an enterprise's knowledge assets. These assets may consist of databases, documents, policies, procedures, expertise, and experiences of the employees within the organization

## **2. Literature Review**

Kaba and Ramalah (2020) examined the research productivity of knowledge management (KM) from 1960-2017. They retrieved 63474 documents from Scopus and reported that the research in the area increased from 1960 to 2003. USA and China were the most productive territories while the top three authors were from Australia, the USA, and Norway. The "Journal of Knowledge Management" published most of the publications while the journal of "Expert System with Application" was topped in the number of citations.

Bapte, Vishal and Gedan (2019) assessed the publications of SRELS "Journal of Information Management" during 2010-2018. It was found that 526 papers were published during the study time and 1790 sources were cited while writing these papers. The average paper length was 9 pages and 77 papers had a length of 7 pages. Karnataka (179) was the most productive state followed by Punjab (169) and Kerala (92).

Das, Chowdhury and Balasubramanian (2019) examined the research trends in knowledge management from 2014-2018. The required data were collected from the Web of Science (WOS). The most productive countries were the USA (159), UK (71), China, and Brazil (68 each). The most productive year was 2016 with 232 publications while the "Journal of Knowledge Management" was ranked first with 246 papers. Bisaria and Jaiswal (2018) inspected the gender-wise distribution of authors in SRELS Journal of Information Management from 2007-2017. The journal published 606 articles, in which 435(71.78%) articles were contributed by male and 171 (28.21%) were contributed by female authors.

Maity and Sahu (2019) conducted a comparative study of the Journal of Documentation and Journal of Knowledge Management during the period 2005-2015. The journals published 489 documents and the United Kingdom had the highest number (158) of publications followed by the United States (113) and Finland (37). The majority (81%) of documents were published by single

authors while 2015 was the most productive year of publication to the “Journal of Documentation” and 2009 to the “Journal of Knowledge Management”

Sahoo, Meher and Mohanty (2017) evaluated the trends of publications in the “Electronic Journal of Knowledge Management” from 2003-2013. Out of the total (313) articles, the United Kingdom had contributed 49 articles. The contribution of multiple authors was dominant while 2009 was the most productive year with 61 publications.

Kumar and Mohindra (2015) examined the research productivity of Knowledge Management from 2000-2014. They retrieved 5127 articles from the Web of Science (WOS) and reported that the USA had contributed (24.73%) in this area of research. The “Journal of Knowledge Management was ranked first with 5.25% contribution, the single author's contribution was 82.11% to the total while 2012 was the most productive year with 11.37% publications. Roy and Basak (2013) analyzed the publications of the “Journal of Documentation” from 2005-2010. The majority of information scientists preferred to contribute their paper jointly and the Degree of Contribution (DC) was 0.51. Most of the publications were from the United Kingdom (32.11%) followed by the USA, Finland, and Australia.

Barik and Jena (2013) reviewed the publications of the “Journal of Knowledge Management Practice.” It was reported that the USA had contributed 34 articles (18.8%) and 2011 was the most productive year with 42 (23.3%) articles. The majority (42.7%) of the papers were written by single authors and 69.4% of articles were published with page length of 11-20.

### **3. Objectives of the Study**

This research study is carried out to achieve the following objectives.

- To find the number of publications published on knowledge Management from Pakistan during the years 2000 to 2020
- To identify the year-wise distribution of publications
- To investigate the authorship pattern and collaborative efforts
- To identify the total citations received by the publications
- To explore the most cited papers
- To trace the citations per year of the publications
- To point out the most prolific authors

#### 4. Methodology

The data for the study were extracted from Google Scholar by using Publish & Perish. The search was restricted to the literature published on knowledge management from Pakistan during the years 2000 to 2020. The phrase “Knowledge Management” AND “Pakistan” was searched in Google Scholar on 30/11/2020. A total of 97 results were retrieved, out of these 84 were found to be relevant. The extracted data were then analyzed by using Publish & Perish and Microsoft Excel 2016.

#### 5. Data Analysis

The data was analyzed on different parameters as per the objectives of the study and the results are presented in the form of tables which are interpreted and discussed in the following sections.

**Table 1: Year-wise Distribution of Publications**

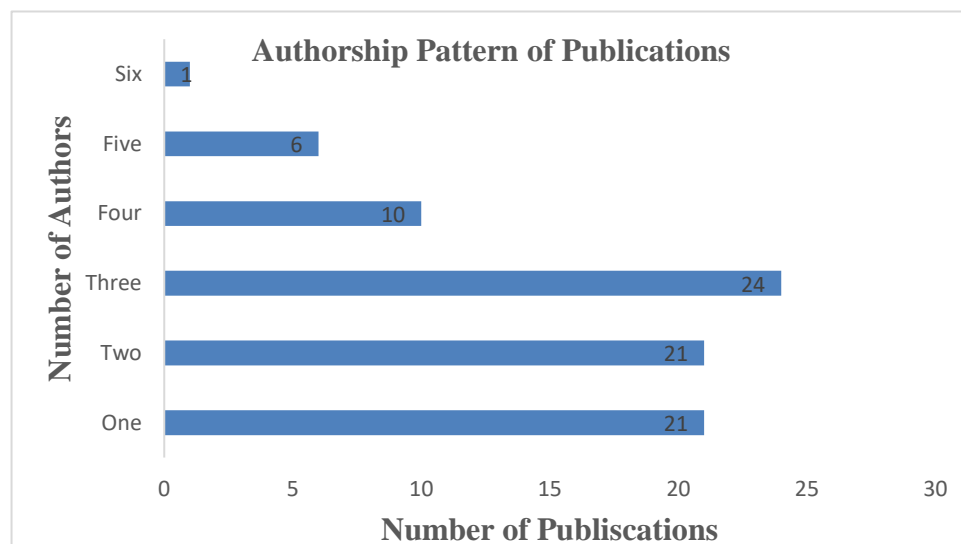
<b>Year</b>	<b>No. of Publication/s</b>	<b>%age</b>
2004	1	1.190
2005	2	2.380
2007	1	1.190
2008	2	2.380
2009	3	3.571
2010	4	4.761
2011	3	3.571
2012	3	3.571
2013	4	4.761
2014	11	13.095
2015	7	8.333
2016	5	5.952
2017	9	10.714
2018	15	17.857
2019	9	10.714
2020	5	5.952
<b>Total</b>	<b>84</b>	<b>100</b>

The year-wise distribution of publications on knowledge management from 2000 to 2020 is shown in Table 1. During the study period, a total of 84 publications were published. The highest number of 15 (17.857%) publications were produced in the year 2018 followed by 11 (13.095%) in 2014. As demonstrated in the table, 9 (10.714%) publications were published in 2017 and 2019 each while only 1 publication was published from 2000 to 2004.

**Table 2: Authorship Pattern of Publications**

S. No.	No. of Authors	No. of Publications	%age	Total No. of Authors
1	One	21	25	21
2	Two	21	25	42
3	Three	24	28.571	72
4	Four	10	11.904	40
5	Five	6	7.142	30
6	Six	1	1.190	6
7	>Six	1	1.190	7
	<b>Total</b>	<b>84</b>	<b>100</b>	<b>218</b>

The authorship pattern of publications is shown in Table 2. As mentioned in the table, a total of 218 authors produced articles on knowledge management. The data demonstrate that 25% of publications were contributed by a single author while 75% were by two or more than two authors. The highest number of 24 (28.571%) papers were written by three authors followed by 21 (25%) papers by single and two authors each. 10 (11.904%) publications were by four authors followed by 6 (7.142%) papers by five authors. The least number 1 (1.190%) paper was written by six and more than six authors.



**Table 3: Year-wise Citations of Publications**

S. No.	Year	Citations	%age
1	2005	7	1.881
2	2007	4	1.075
3	2008	1	0.268
4	2009	15	4.032
5	2010	21	5.645
6	2011	31	8.333
7	2012	19	5.107
8	2013	15	4.032
9	2014	90	24.193
10	2015	79	21.236
11	2016	17	4.569
12	2017	24	6.451
13	2018	36	9.677
14	2019	13	3.494
	<b>Total</b>	<b>372</b>	<b>100</b>

Table 3 stipulates year wise citations received by the papers. As shown in table 372 citations received by the publications. The highest number 90 (24.193%) citations were received in 2014, followed by 79 (21.236%) in 2015 and 36 (9.677%) in 2018. 31 (8.333%) citations in 2011, 24 (6.451%) in 2017, 21 (5.645%) in 2010 and 19 (5.107%) in 2012. Only 1 (0.268%) citation was received in 2008 which is the least number, followed by 4 (1.075%) in 2007, 7 (1.881%) in 2005, 13 (3.494%) in 2019 and 15 (4.032%) in 2009 and 2013 each.

**Table 4: Total Count of Citations of the Publications:**

No. of Citations	Total Publications	%age of Publication	Total Citations	%age of Citations
0-0	39	46.428	0	0
1-10	34	40.476	124	33.333
11-20	7	8.333	98	26.344
21-30	1	1.190	23	1.612
31-40	1	1.190	31	8.333
41-50	1	1.190	44	11.827
51-60	1	1.190	52	13.978
<b>Total</b>	<b>84</b>	<b>100</b>	<b>372</b>	<b>100</b>

The total count of citations is shown in Table 4. During these years, total of 372 citations received by 84 publications. Out of these, 39 (46.428%) publications did not receive any citations while 45 (53.572%) publications received citations. The data shows that 34 (40.476%) publications received a total of 124 (33.333%) citations up-to 10, followed by 7 (8.333%) publications received 98 (26.344%) up-to 20 citations. As shown in table there is 1 (1.190%) publication which received 52 citations (13.978%), 44 (11.827%), 31(8.333%), 23 (6.182%) citations between 51-60, 41-50, 31-40 and 21-30 respectively.

**Table 5: Most Cited Publications**

Authors	Title	Year	Source	Citations
1. S Ahmed, M Fiaz, M Shoaib	“Impact of knowledge management practices on organizational performance: An empirical study of banking sector in Pakistan”	2015	FWU Journal of Social Sciences	52
2. MS Nawaz, S Shaukat	“Impact of knowledge management practices on firm performance: Testing the mediation role of innovation in the manufacturing sector of Pakistan”	2014	Pakistan Journal of Commerce and Social Sciences	44
3. F Abass, M Hayat, A Shahzad	“Analysis of knowledge management in the public sector of Pakistan”	2011	European Journal of Social Sciences	31
4. M K Imran	“Impact of knowledge management infrastructure on organizational performance with moderating role of KM performance: An empirical study on banking sector”	2014	Information and Knowledge Management	23
5. RQ Danish, MM Nawaz, Y Munir	“Impact of Knowledge Management Practices on Organizational Performance; An Evidence from Pakistan”	2012	International Journal of Scientific & Engineering Research	18
6. J Karamat, T Shurong, N Ahmad, A Waheed, S Khan	“Barriers to knowledge management in the health sector of Pakistan”	2018	Sustainability	17
7.P Mikulecký, MS Lodhi, NE Mastorakis	“Knowledge management at educational institutions: case of Pakistan”	2009	WSEAS Int. Conference	15
8. L Ali, A Avdic	“A knowledge management framework for sustainable rural development: The case of Gilgit-Baltistan, Pakistan”	2015	Electronic Journal of Knowledge Management	14



9. S Bano, KU Rehman, MA Khan	“Study of factors that impact knowledge management fit in corporate sector of Pakistan”	2010	Far East Journal of Psychology	12
10. RQ Danish, A Asghar, S Asghar	Factors of knowledge management in banking sector of Pakistan	2014	Journal of Management Information	11

The top ten cited papers are listed in Table 5. The data illustrate that a total number of 237 citations were received by these ten papers. The paper at serial No. 1 received 52 citations, the paper at serial No.2 received 44 citations, and the paper at serial No.3 received 31 citations. The paper at serial No.10 received 11 citations which is the least number of citations. The highly cited paper appeared in the FWU Journal of Social Sciences.

**Table 6: Most Prolific Authors**

S. No.	Authors	No. of Publications
1	CA Khaliq	3
2	K Mahmood	3
3	A Shahzad	3
4	I Anwer	3
5	J Karamat	3
6	A Arshad	3
7	A Asghar	2
8	S Arshad	2
9	A Murtaza	2
10	CA Rehman	2

The Table 6 shows the most prolific authors who contributed publications on Knowledge Management. The top six authors had contributed 3 papers each on Knowledge Management while four authors have contributed 2 publications each on the topic.

## 6. The Major Findings

The major findings of the study are as under: -

- A total of 84 publications on Knowledge Management were published from Pakistan during the years 2000 to 2020.
- The highest number of 15 (17.857%) papers appeared in the year 2018 followed by 11 (13.095%) in 2104, and 9 (10.714%) publications each in 2017 and 2019.
- A total of 218 authors produced publications on knowledge management. The highest number of 24 (28.571%) publications were written by three authors followed by 21 (25%) publications by single and two authors each.
- All the papers received 372 citations. The highest number of 90 (24.193%) citations were received in 2014, followed by 79 (21.236%) in 2015 and 36 (9.677%) citations in 2018.
- The paper of S Ahmed, M Fiaz and M Shoaib received 52 citations, the paper of M Nawaz and S Shaukat was cited 44 times, and the paper of F Abass, M Hayat, and A Shahzad was cited 31 times.
- CA Khaliq, K Mahmood, A Shahzad, I Anwer, J Karamat, and A Arshad were the most prolific authors each contributed three papers on Knowledge Management.

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